



Stakeholders United

Accelerating Medical & Evidence
Generation Through Integrated
Engagement

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We Often Engage Stakeholders Separately

Limited Alignment Leads to Over-Consultation and Under-Integration



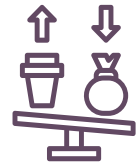
When insights from different silos are combined, conflicts arise due to lack of alignment, not error



Conflicting guidance
delays evidence
planning & increases
risks



Trust erodes when
insights don't
translate into action

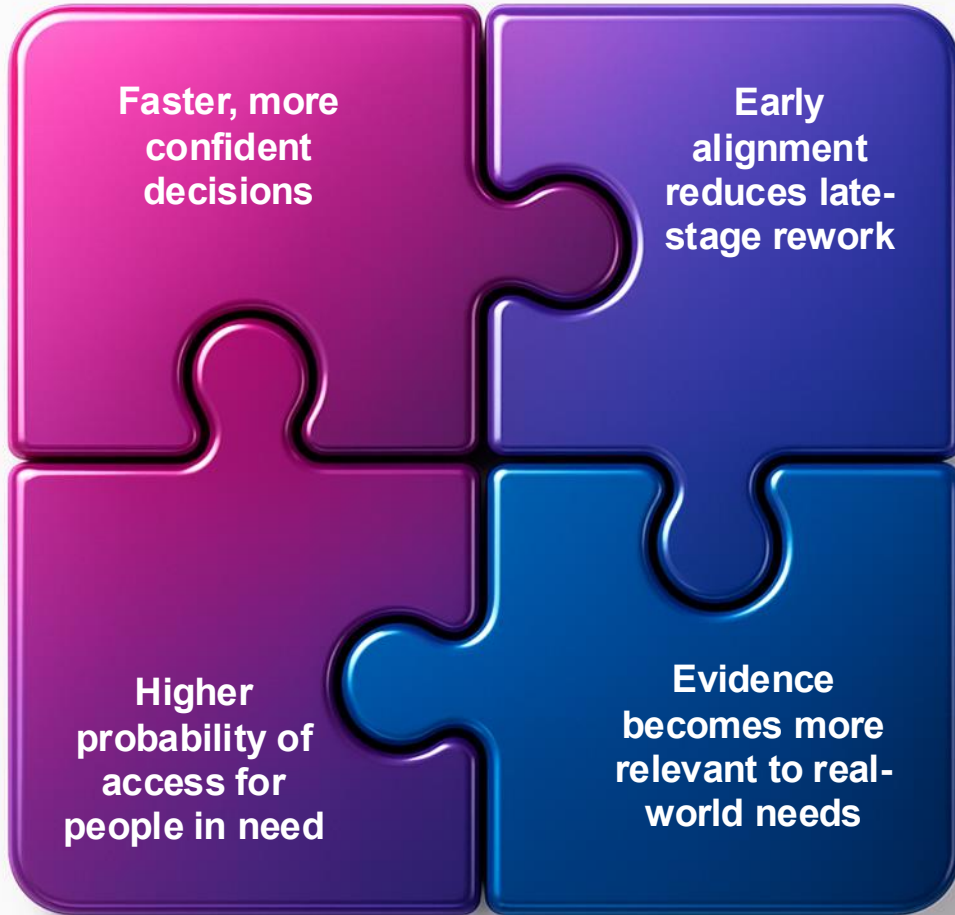


Duplication
burdens partners,
undervaluing their
time and expertise



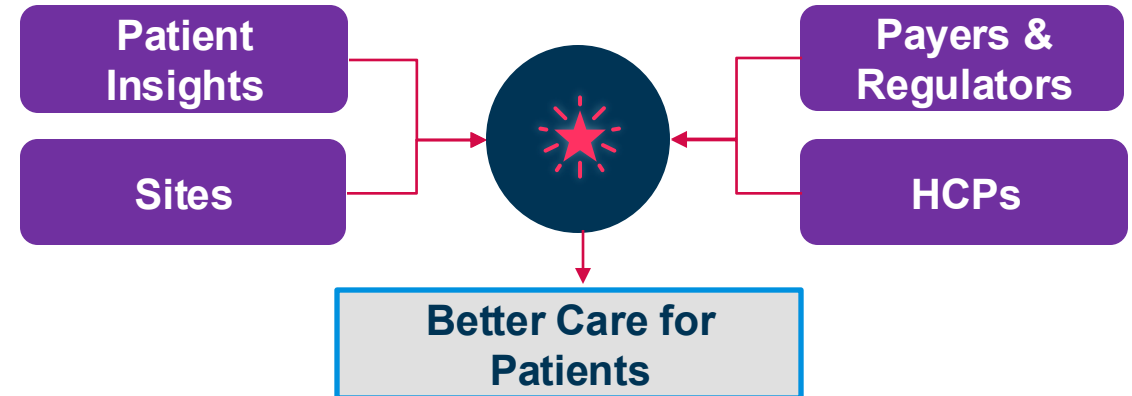
From Isolation to Alignment

Overcome Fragmentation With Multi-Stake Partnerships to De-Risk R&D and Accelerate Access



Unified stakeholder engagement as a strategic lever for evidence, access, and impact

Multiple Stakeholders. One Strategy.



Better alignment. Better evidence. Faster access.



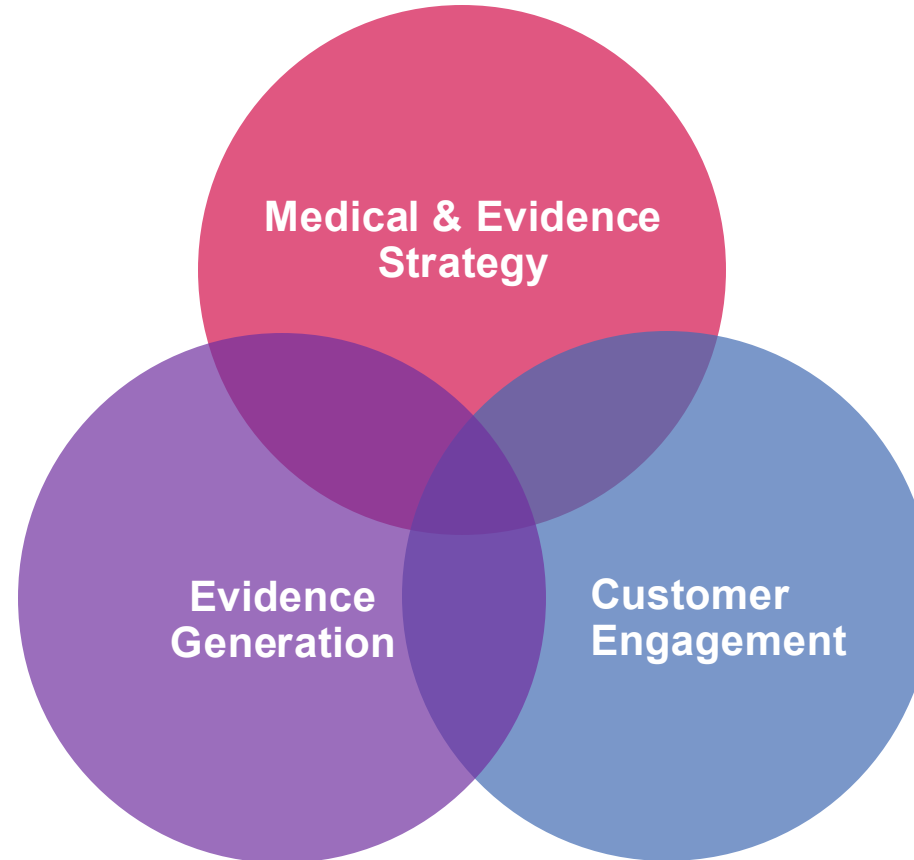
We Are Connecting the Dots Between Strategy, Evidence Generation, and Customer Engagement



Develop **medical and evidence strategies** to support asset value proposition, positioning, and differentiation.

Conceptualize, design, and conduct **primary and secondary evidence generation** strategies and plans.

Partner with the patient ecosystem, **publish, communicate and educate** on scientific information and evidence.



Integrated Patient & Scientific Engagement to Shape the Future of Care With Our Customers

One-Stop Team for Patient and Medical Engagement



Engage Throughout the Life Cycle

Front-to-end engagement and co-creation with patients, care partners and healthcare professionals



Leverage Unique Insights

Connecting teams with people with lived experiences and their healthcare professionals to deepen disease understanding and address gaps in care



Dedicated Engagement Experts

Actionable insights at every stage of the asset life cycle, fostering partnerships and collaboration



Integrated Approach

Drive alignment of priorities across stakeholders to jointly advance health outcomes and promote patient-led innovation

People With Lived Experience at the Steering Wheel: The Heart & Kidney Care Alliance



A self-autonomous group of 12 patients drawn from 7 global patient organizations

The platform for the Heart & Kidney Care Alliance to inform and support **patients**, **caregivers**, and **healthcare professionals** around the world – featuring **patient stories** and **educational resources** and **campaigns** from leading patient organizations



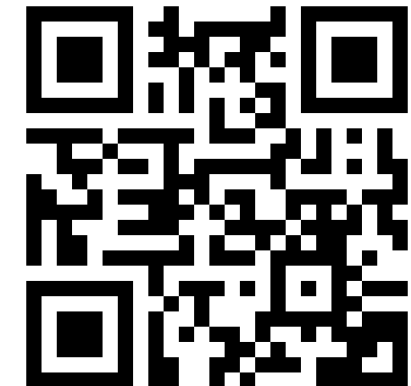
Diabetes



CV and HF



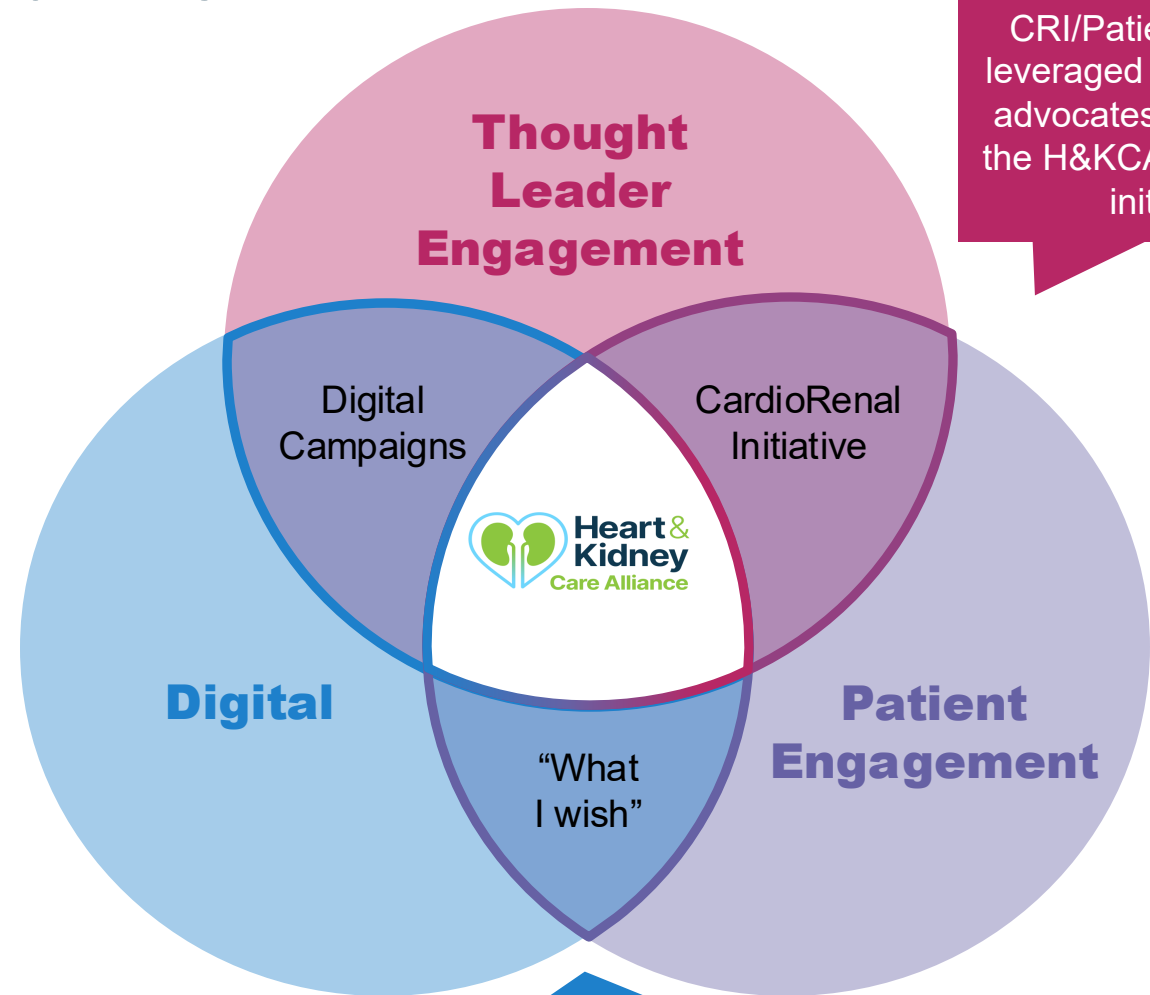
Kidney disease



heartandkidneycare.com

Bring One Strategy to Life: Patient-Led Innovation at the Heart of our Work

- The aim was not just to incorporate patients' voices in medical activities, but to **place them at the center of medical strategy**
- Balance the focus of medical strategy between patients/Patient Organizations and HCPs and Medical Societies



CRI/Patient overlap is leveraged by four patient advocates and chairs of the H&KCA who link both initiatives

What I wish I knew—and what we wish you knew—are real-life patient stories aimed at patients and HCPs

Real Barriers, Realistic Solutions

01 MINDSET



Organizational silos and mindset resistance



“Multiple stakeholders, one strategy” mindset



Unify vision across teams

02 OUTCOMES



Legacy processes and timing constraints



Engagement at decision points, not milestones



Redesign timing around decisions

03 PROCESSES



Regulatory and compliance constraints



Guardrails and engagement-by-design



Embed compliance into partnership model



**Multi-stakeholder partnerships are not ‘nice to have’.
They are a strategic mechanism to de-risk and accelerate R&D.**

Striving for Mars: Imagine a Different Model



Decision Partners

Our partners are not a validation step, a separate workstream or an input at the end, but decision partners, co-shaping evidence priorities with real influence on trade-offs

Design engagement that truly changes decisions



System-ready

When patients, clinicians, and other stakeholders are aligned early and together, we can jointly advance fit-for-purpose solutions

Alignment is the fastest path to speed



Shared Ownership

We facilitate alignment, we make trade offs visible, and we synthesize guidance into one coherent direction

Not many voices pulling in different directions, but **shared ownership of better decisions**

Health for all, Hunger for none



Thank you!

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